Welcome,
Training Agents!

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Agenda

- ❑ **Welcome and introductions**

- ❑ **Overview of the BEACON Learning Program Strategy**

- ❑ **Roles and Responsibilities**

- ❑ **Two Requests for HELP**

- ❑ **Break**

- ❑ **Questions and Answers**

- ❑ **Identify Training Concerns**

- ❑ **Next Steps**

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Introduction

Name

Agency

Role

Best and/or worst training experience

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Learning Program Strategy

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Learning Program Fundamental Principles

Core users are "ready" for go-live

- **Assessments will be used to determine readiness**

Training is easily accessible

- **Participants travel reasonable distances to class**

- **Special physical needs are accommodated**

- **Course materials and support materials are easy to access and use**

Training is role-based

- **Participants attend training that is targeted to their job**

- **Training includes business process surrounding the use of SAP**

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Who will be trained?

2,800 Core HR & Payroll Users

3,100 Inquiry / Reporting Users

8,000 MSS Users

80,000 ESS Users

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SAP User Community – Core User Survey Summary and Conclusions

The Core User group is generally …

- PC-proficient, confident in use of current systems and have a positive attitude about learning new systems.

- Most (nearly 80%) Core Users will readily pick up SAP knowledge and skills.

- This represents a relatively positive environment for the SAP HR / Payroll Learning Program.
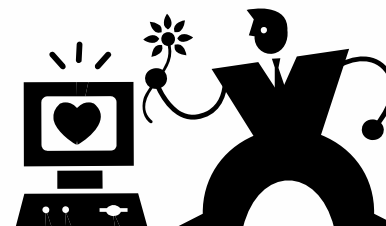
…however, there are some segments of this group that present issues.

- A small group (2-5% of Core Users) will require basic PC orientation and skills.

- Up to 25% of Core Users may require intensive remediation and support

And, to be effective, training will need to be …

- Extensively instructor-led classroom training with lots of hands-on work.

- Materials should be highly visual (numerous pictures and graphs to illustrate concepts and reinforce skills)

7

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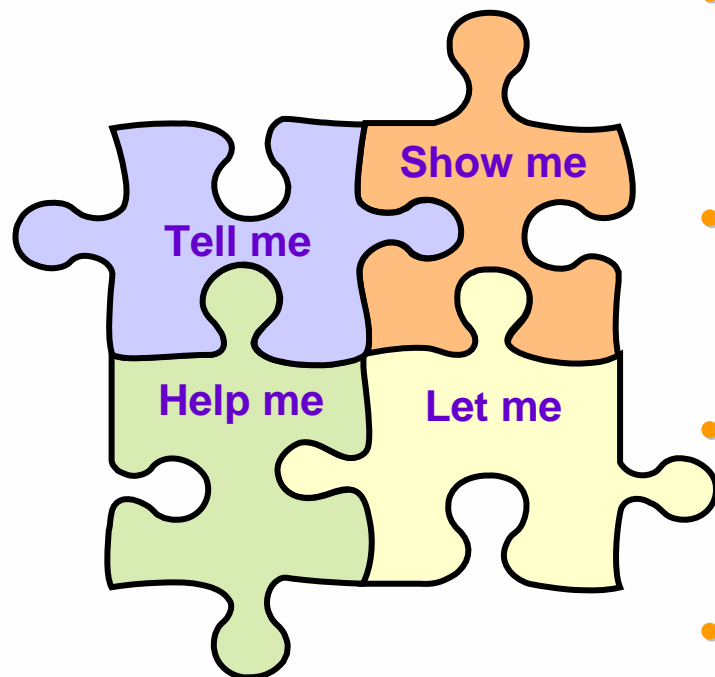Office of the State Controller

Curriculum -- Adult Learning Principles

Adults learn most effectively in learning situations which:

- ❑ Are practical and problem-centered

- ❑ Integrate new ideas with existing knowledge

- ❑ Promote their positive self-esteem

- ❑ Provide opportunity for immediate application

- ❑ Include repetition / reinforcement

- ❑ Allow choice and self-direction

8

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How Will Training be Conducted?

Tell me · **Show me** · **Help me** · **Let me**

- **Four months prior to go-live** (Stream 1)
  - **SAP Basic Navigation**
  - **Project Overview**

- **Three months prior to go-live** (Stream 2)
  - **Walk through new business processes and policy changes**

- **Two months prior to go-live** (Stream 3)
  - **Classes with hands-on exercises for SAP transactions**

- **One month prior to go-live** (Stream 4)
  - **Practice, practice, practice**

- **Post go-live**
  - **SAP assistance at Transition Centers**

Training Material Components
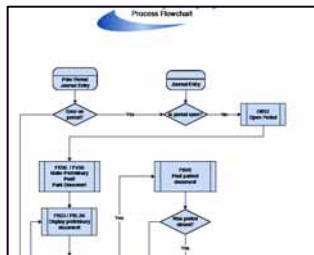
- Key Concepts and SAP Terminology
- Process Overviews and Policy Changes
- Computer-based courses
- Instructor Guides
- Work Instructions
- Demos and Exercises
- Job Aids
- Simulations
- Assessments

10

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SAP Training Environment

Training will incorporate many exercises using a live SAP Training System

- This system mirrors the one we'll use at post-go-live;

- The data will mirror our real-life data, however …

- The data will be scrambled to insure confidentiality.

Practice will be done on a Practice System

- Will be similarly a "real-life" system

- Users will be able to enter their own data and simulate their own work problems with help of an on-site expert

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Role-based Curriculum

	HR Admin	Payroll Admin	Time Admin	Org Mgmt
SAP / BI Navigation	2 hrs	2 hrs	2 hrs	2 hrs
Role-based Courses	(6 sessions) 25 hrs	(5 sessions) 13 hrs	(2 sessions) 6 hrs	(2 sessions) 8 hrs
Practice	10 hrs	5 hrs	3 hrs	3 hrs
Total	**37 hrs**	**20 hrs**	**11 hrs**	**13 hrs**

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Role-based Curriculum
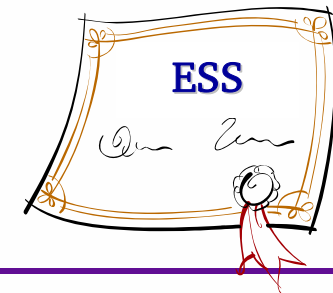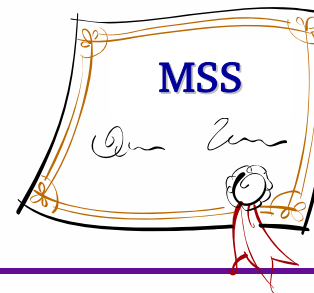
	Finance		BI Reporting		MSS		ESS	
SAP / BI Navigation		2 hrs		2 hrs				
Role-based Courses	(7 sessions)	18 hrs	(2 sessions)	5 hrs	(1 session)	2 hrs	(2 sessions)	2 hrs
Practice		13 hrs		4 hrs		3 hrs		
Total		**33 hrs**		**11 hrs**		**5 hrs**		**2 hrs**

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Training Delivery

		Web-based	Virtual Classroom	Traditional Classroom
Core	Stream 1	✓		
	Stream 2	✓		
	Stream 3			✓
	Stream 4	✓	✓	✓
ESS	Stream 1	✓		✓
	Stream 2	✓		✓
	Stream 3	✓		✓
	Stream 4	✓	✓	
MSS	Stream 1	✓		✓
	Stream 2	✓		✓
	Stream 3	✓		✓
	Stream 4	✓	✓	

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Key Deployment Concepts

Instructors

Agency Super-Users

Training Communications Center

Practice, practice, practice

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Enterprise Learning Solution Tools

Transaction Documentation

… automates the creation of transaction documentation.

Virtual Classroom

… is the delivery of live instruction to a widespread user group.

Learning Management System (LMS)

…is the glue that brings users and learning content together, linking user information with course materials and with learning results.

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Potential Learning Program Issues

There are more users to be trained than we've planned

→ **Assess early enough to add instructors and classrooms**

→ Increase the user population in each class from ten

Numerous users do not attend scheduled training

→ Monitor training attendance / results **daily** (TCC) and communicate constantly with TA's

Quantity / quality of Instructors is unsatisfactory

→ Begin selection **early** so we can respond

→ Hire external trainers to augment State Instructors

17

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Potential Learning Program Issues (cont.)

Technical issues, especially lack of e-mail, cannot be resolved prior to the start of training.

→ Work with Agencies **early** to identify affected personnel

→ Establish a formal, physical communications link between BEACON project team, the Agency and the effected people

Final system configuration is later than planned

→ Speak **daily** with functional teams to anticipate timing issues

→ Maintain **flexibility** with development staff

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Learning Deployment – Training Logistics

	Region 1 Asheville	Region 2 Charlotte	Region 3 Fayetteville	Region 4 Winston-Salem	Region 5 Raleigh	Region 6 Wilmington	Region 7 Greenville	Total State
Group 1 – Classroom Days	66	56	48	57	259	27	72	585
Group 2 – Classroom Days	47	19	15	20	256	9	61	427
Classrooms (full time equivalent)	1	1	1	6		1	2	12*
Classrooms (required sites)	3	2	3	15		2	4	28
Instructors (full time equivalent)	12*							
Instructors (required individuals)	25 – 35							

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Learning Deployment – State Training Sites

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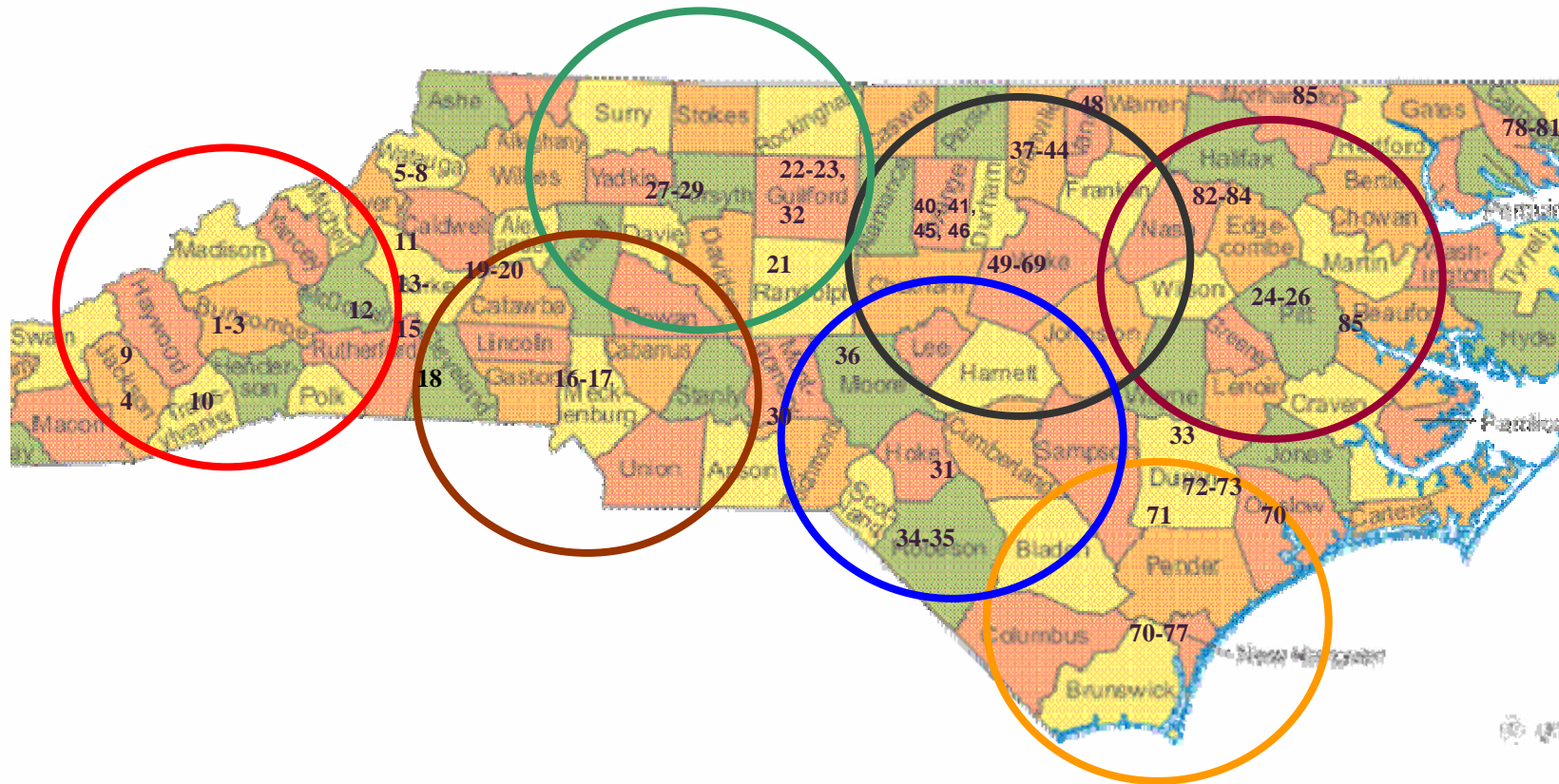
Learning Deployment – Delivery Model

	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.

Stream 1

Stream 1

Stream 2

Stream 2

Stream 3

Stream 3

Stream 4
Centers

Stream 4
Centers

Stream 4
Virtual

Stream 4
Virtual

Super Users

Super Users

TCC

Staffing

	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.
	12	12	12	6	10	12	6	0
	0	2	2	4	4	2	4	4
	0	0	0	4	0	0	4	0
	2	2	2	2	2	2	2	0

Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.

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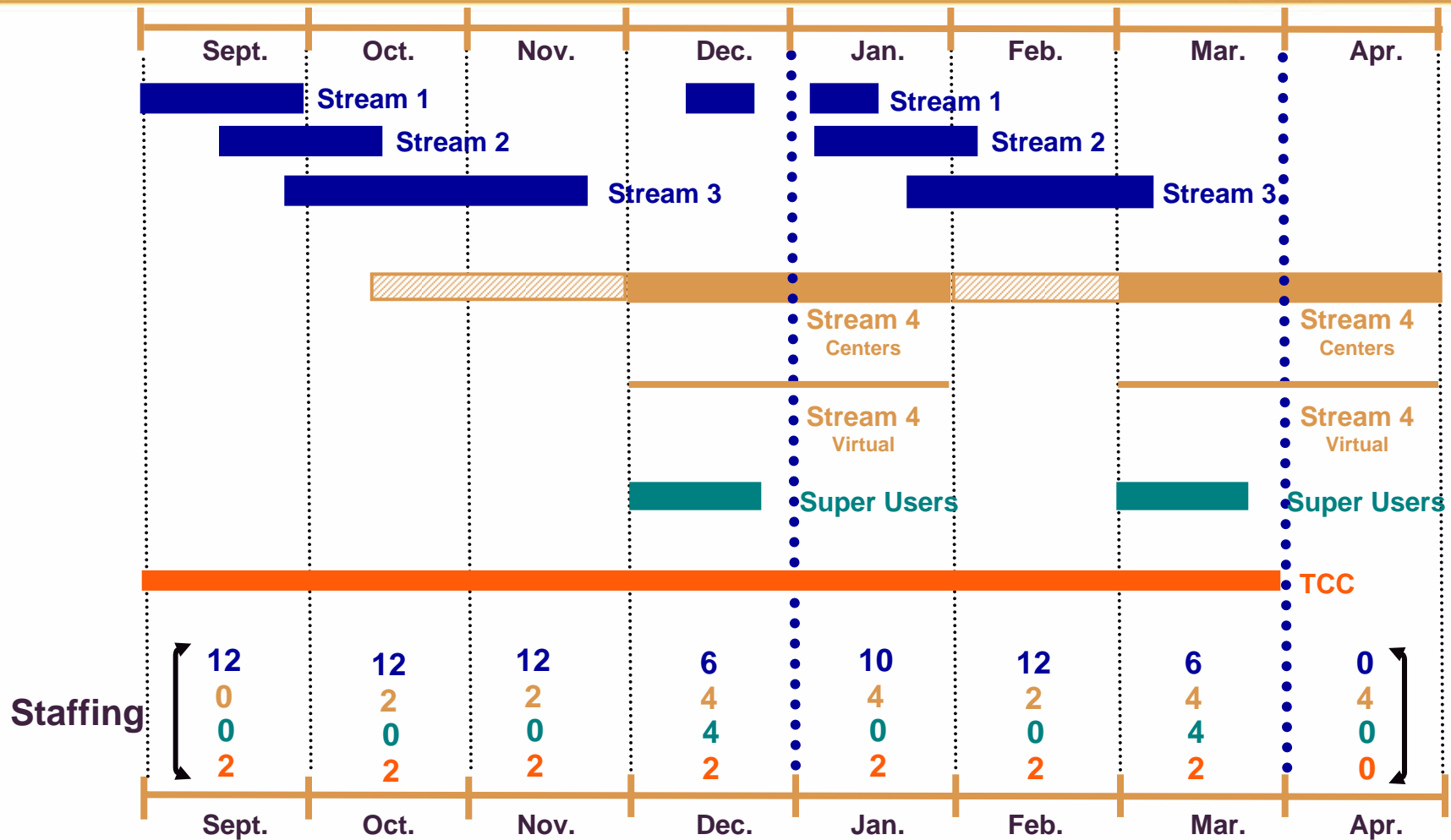
…so what's going to happen when the dust settles …

Transition Centers
- Live experts
- Users bring real work … get answers

On-line Help
- Drop-down "Help" tab
- Step-by-step review of transaction

Virtual Classroom
- Scheduled sessions
- Live experts
- User logs on to get refresher training … questions answered

Simulations
- On-line "video" viewing of transaction
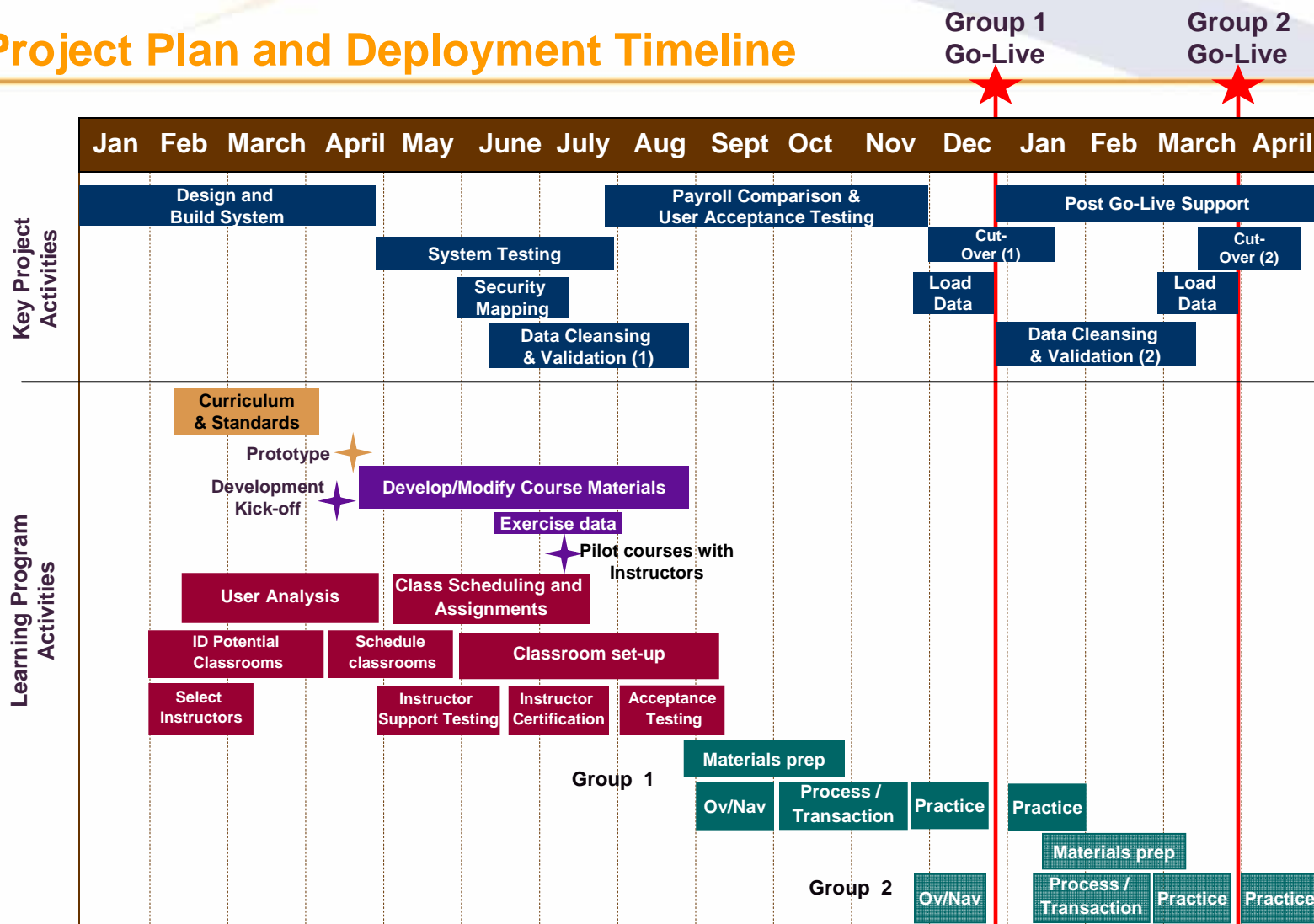- User views as needed

Super Users
- Agency-specific personnel with extra training / expertise
- Available to Agency users on demand

Support Center
- Post-Go-Live BEACON support
- Users call in as needed

22

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Project Plan and Deployment Timeline

Group 1 Go-Live

Group 2 Go-Live

Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April

Key Project Activities

- Design and Build System
- Payroll Comparison & User Acceptance Testing
- Post Go-Live Support
- System Testing
- Cut-Over (1)
- Cut-Over (2)
- Security Mapping
- Load Data
- Load Data
- Data Cleansing & Validation (1)
- Data Cleansing & Validation (2)

Learning Program Activities

- Curriculum & Standards
- Prototype
- Development Kick-off
- Develop/Modify Course Materials
- Exercise data
- Pilot courses with Instructors
- User Analysis
- Class Scheduling and Assignments
- ID Potential Classrooms
- Schedule classrooms
- Classroom set-up
- Select Instructors
- Instructor Support Testing
- Instructor Certification
- Acceptance Testing

Group 1
- Materials prep
- Ov/Nav
- Process / Transaction
- Practice
- Practice

Group 2
- Materials prep
- Ov/Nav
- Process / Transaction
- Practice
- Practice

23

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Establishing the Instruction Team

Ten Reasons Why YOUR Agency Should Provide Instructors

1. **Your personnel** will be better trained

2. **Your personnel** will retain learning longer

3. **You** will have the foundation for your SAP "Center-of-Excellence"

4. **You** will retain long-term, highly-skilled SAP expertise

5. **Your Instructor** will have greater motivation and skill

6. **We** will gain from cross-Agency interaction

7. **You** will gain from cross-Agency "Best Practices"

8. **The BEACON Program** will have a higher level of success

9. **We** will save money!

10. **Training State people by State people** … it's the right thing to do!

24

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Instructor Identification

Instructor Selection

☑ Credibility & respect of end-user population
☑ Knowledge of business processes
☑ Willingness to instruct
☑ Effective speaking style: clear & concise

☑ Oral Presentation skills, experience
☑ Can think on his/her feet
☑ Ability/desire to build ERP: knowledge, skills, expertise
☑ Adequate availability
☑ Confidence to train

✓ Classroom Delivery: knowledge, skills, experience
✓ End-user training delivery experience
✓ Coaching/Mentoring experience
✓ Training design experience

Instructor Potential
Rating Worksheet

☑ **Must have**
☑ **Should have**
✓ **Nice to have**

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Instructor Identification Process

1) **"Brainstorm" a list of potential candidates**

2) **Assess the list of candidates against the criteria provided**

3) **Asses whether your Agency can *live without* this candidate:**

   ❑ If "yes" let's talk ...

   ❑ If "no" lets talk

4) **Meet with the BEACON Training Team to review, discuss, decide next steps for each candidate**

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Instructor Certification

Instructor as *Change Agent*

Learning Course Materials

Preparation for Training

- – Instructor / Classroom Preparation
- – Training Material
- – Course Delivery Skills
- – Conducting the Class
- – Useful Techniques
- – Concluding the Class

Practice with Instructor and peers / feedback

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Next Steps

❑ Begin instructor selection process

❑ Identify training facilities and required preparation

❑ Select development and deployment software tools

❑ Complete vendor selection process and onboard training development team

❑ Complete end user role/location analysis

❑ Begin identifying characteristics of training audience

– Participants with special physical needs

– PC skills

❑ Finalize curriculum design

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How Will SMEs and Training Agents Participate?

Training Agents

Provide input to project team
- Identify special training needs
- Help to identify training resources
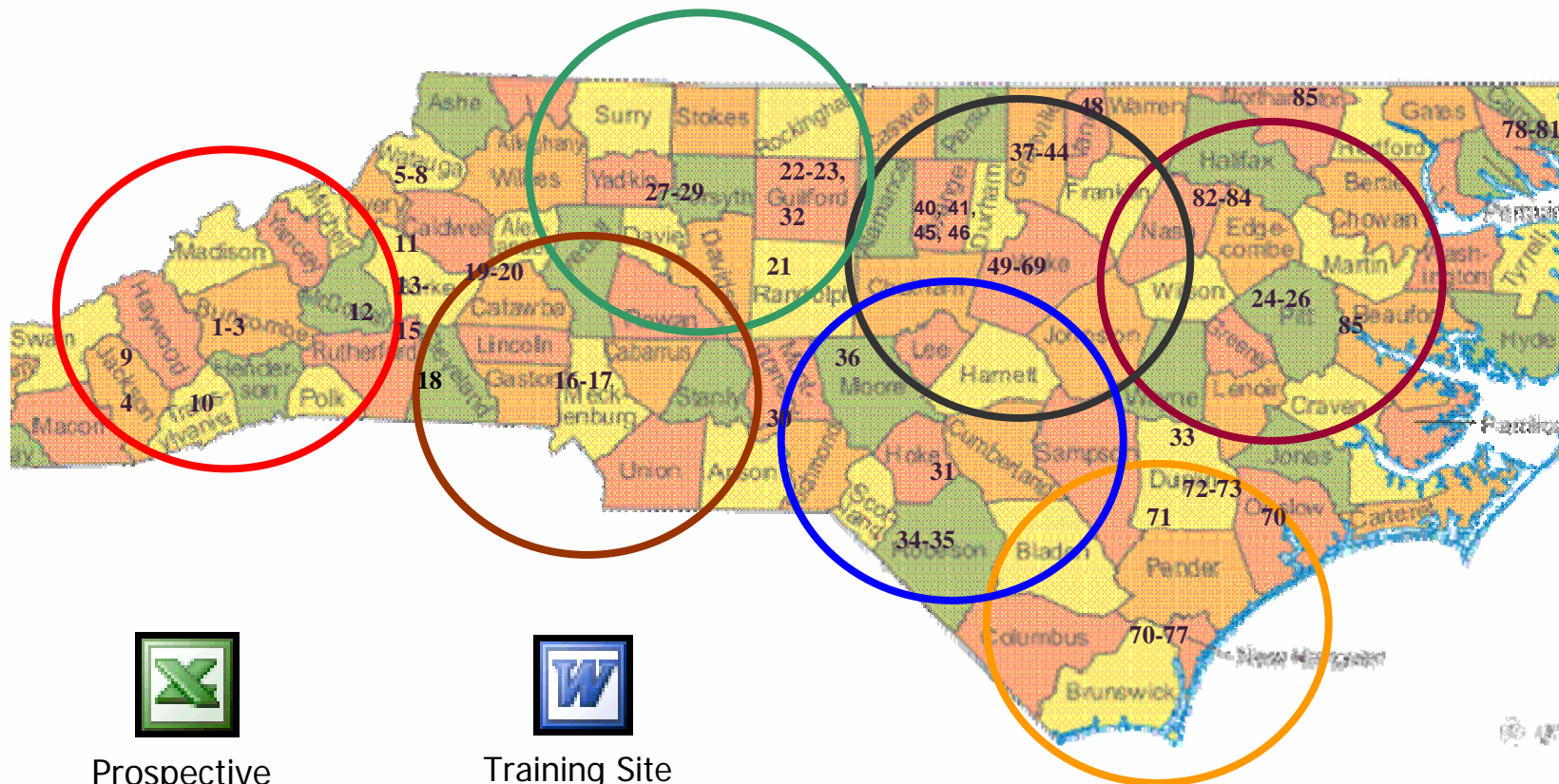- Confirm user roles

Project Team

Participate in training deployment
- Participate in developing and maintaining the training schedule
- Help evaluate readiness of resources
- Help to develop an on-going training approach

Share project information
- Identify and communicate process changes
- Communicate training plans and schedules

Agency Staffs

29

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One **Request for**
HELP

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Training Agent Assignments - Training Site Selection

Prospective Training Sites

Training Site Requirements

31

Training Agent Assignments - Instructor Identification

What we'd like you to do …

1) Review the list of prospective training sites

2) Review the list; add and delete sites as warranted

3) Review your Agency's sites against the "Classroom Requirements" list

4) Return the revised Site List back to the BEACON Training Team

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BREAK !

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Questions
&
Answers

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Discuss our effectiveness as a state-wide organization in ensuring employees are ready for go-live

Strengths

Weaknesses

Opportunities

Threats

35

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Next Steps

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Training Agent Assignments – Milestones and Key Dates

Instructor Selection

- ❑ Instructor names from Agencies: **Feb. 16**

- ❑ Collaborate on potential Instructors: **March**

- ❑ Instructor selection is completed: **mid-April**

- ❑ Instructor Certification begins: late-**June**

- ❑ Instructors participate in Pilot Training Classes: **mid-July**

- ❑ Instructors participate in User Acceptance Testing: **August**

Site Selection

- ➔ Review / Add / Delete Potential Training Sites: **Feb 14**

- ➔ Agree to "Short List" of Viable Training Sites: **Feb. 23**

- ➔ Physical Inspection of "Short List" Sites: **March**

- ➔ Agree on Final Training Sites / Begin Scheduling: **April 6**

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Training Agent Assignments – Milestone and Key Dates

Training Delivery

- ❑ Core-User training for Group 1 begins: **early-Sept**

- ❑ Core-User training for Group 1 concludes: **late-Nov**

- ❑ Super-User training for Group 1 concludes: **mid-Dec**

- ❑ Core-User training for Group 2 begins: **mid-Dec**

- ❑ Core-User training for Group 2 concludes: **early-March '08**

- ❑ Super-User training for Group 2 concludes: late-**March '08**

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Thank You!

For your time ...
For your help ...
For your support.

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